



STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF MENTAL HEALTH SERVICES

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November 27th, 2017

Peter Evers, Executive Director
Riverbend Community Mental Health, Inc.
PO Box 2032
Concord, NH 03302

Dear Mr. Evers,

Enclosed is the Supportive Employment Fidelity Report that was completed on behalf of the Division for Behavioral Health of the Department of Health and Human Services for Riverbend Community Mental Health Center. This review took place from November 14th, 2017 through November 15th, 2017. The Fidelity Review is one component of compliance with the Community Mental Health Settlement Agreement to evaluate the quality of services and supports provided by New Hampshire's Community Mental Health Center system. It is also the goal that these reviews are supportive in nature and enable your Community Mental Health Center to identify areas of strength and areas in need of improvement. Through this, the outcomes and supportive services for all consumers will be improved.

Riverbend is invited to review the report and respond within 30 calendar days from date of this letter addressing the fidelity items listed below. These items have been chosen for your attention as your center scored a 3 or below on them. We ask that you develop a QIP for each item and then upon completion we will work together to prioritize at least 3 to focus on throughout the next 12 months. In order to align QIPs across DHHS, please find the attached QIP response template. This template is our effort to integrate QSR and Fidelity SE Reviews into QIPs that communicate and support each other, further decreasing the administrative burden for your center. Please address these in a QIP to my attention, via e-mail, by the close of business on December 27th, 2017.

- Staffing
 - None to address
- Organization
 - O1: Integration of Rehab with MH treatment through team assignment
 - O3: Collaboration between Employment Specialist and VR Counselor
 - O5: Role of Employment Supervisor
 - O7: Agency Focus on Competitive Employment
- Services
 - S5: Individualized Job Search
 - S6: Job Development: Frequent Employer Contact

Thank you to all of the Riverbend staff for the assistance and time they dedicated to this review. Please contact me with any questions or concerns you may have.

Sincerely,



Lauren Quann, Administrator of Operations

Bureau of Behavioral Health

Lauren.Quann@dhhs.nh.gov

603-271-8376

Enclosures: Initial Fidelity Review
CC: Karl Boisvert, Diana Lacey, Susan Drown

*The Department of Health and Human Services' Mission is to join communities and families
in providing opportunities for citizens to achieve health and independence.*



Supported Employment Fidelity Review

Riverbend Community Mental Health, Inc

On Site Review Dates: November 14th & 15th, 2017

Final Report Date: November 21st, 2017

David Lynde, LICSW
Dartmouth Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

Christine Powers, LICSW
Dartmouth Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

ACRONYMS

ACT - Assertive Community Treatment
BMHS - NH Bureau of Mental Health Services
CMHC - Community Mental Health Center
CSP - Community Support Program
DHHS - Department of Health and Human Services
DHMC - Dartmouth Hitchcock Medical Center
EBP - Evidence-Based Practice
ES - Employment Specialist
MH - Mental Health
MH Tx Team - Mental Health Treatment Team
NH - New Hampshire
NHH - New Hampshire Hospital
PSA - Peer Support Agency
QA - Quality Assurance
QIP - Quality Improvement Program
SAS - Substance Abuse Specialist
SE - Supported Employment
SMI - Severe Mental Illness
SPMI - Severe and Persistent Mental Illness
TL - Team Leader
Tx - Treatment
VR - Vocational Rehabilitation

AGENCY DESCRIPTION

Christine Powers, LICSW and David Lynde, LICSW from Dartmouth Hitchcock Medical Center conducted an SE Fidelity Review with Riverbend Community Mental Health on November 14th and 15th, 2017. The Riverbend SE team is based out of both the Concord, NH and Franklin, NH offices. The Riverbend SE program includes 1 full time SE supervisor, 3 full time Employment Specialists, and one vacant Employment Specialist position.

METHODOLOGY

The reviewers are grateful for the professional courtesies and work invested by the Riverbend staff in developing and providing these activities as part of SE fidelity review process.

The sources of information used for this review included:

- Reviewing SE client records
- Reviewing documents regarding SE services
- Reviewing data from the SE team
- Observation of SE Supervision Meeting
- Observation of Integrated Mental Health Treatment Team Meeting
- Observations of SE services in the community
- Interviews with the following: Members of the Executive Leadership Team, SE Supervisor, Employment Specialists, Medication Prescriber, other CMHC staff, and a Vocational Rehabilitation counselor
- Meeting with SE clients

KEY☒ = In effect☐ = Not in effect**REVIEW FINDINGS AND RECOMMENDATIONS**

The following table includes: Fidelity items, numeric ratings, rating rationale, and recommendations. Ratings range from 1 to 5 with 5 being highest level of implementation.

#	Item	Rating	Rating Rationale	Recommendations
	STAFFING			
1	Caseload Size	4	<p>4 Employment Specialists are currently serving 87 clients in Riverbend SE services.</p> <p>The ratio of clients to Employment Specialists is 22:1.</p>	<p>The Riverbend SE team leader should carefully review with each Employment Specialist the clients on each of their caseloads to establish an accurate number of active SE clients as well as those clients who should be transferred off SE services.</p> <p>It is worth noting that Riverbend's SE team has 1 Employment Specialist vacancy. Filling this vacancy would be helpful with Caseload Size. The Riverbend SE team might want to work with their Human Resources and Marketing departments to produce creative advertising for this SE position.</p>
2	Employment Services Staff	5	<input checked="" type="checkbox"/> Employment Specialists provide only SE services.	
3	Vocational Generalists	5	<p>Employment Specialists carry out a full range of SE activities with clients including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> engagement <input checked="" type="checkbox"/> completing vocational profiles <input checked="" type="checkbox"/> developing employment goals <input checked="" type="checkbox"/> job search <input checked="" type="checkbox"/> job development and <input checked="" type="checkbox"/> follow along supports for employed clients. 	

#	Item	Rating	Rating Rationale	Recommendations
	ORGANIZATION			
1	Integration of Rehab w/MH Tx through team assignment	3	<p>Riverbend Employment Specialists are attached to multiple mental health treatment teams, including the Silver Team, Red Team, Blue Team, Gold Team and the ACT Team.</p> <p>The SE Team Leader and 1 Employment Specialist in the Concord, NH office each serve 5 teams. The other Employment Specialist in the Concord office serves 4 teams. The Employment Specialist in the Franklin, NH office serves 1 team.</p>	<p>Riverbend's SE team leader should carefully restructure team assignments so that each Employment Specialist works with two teams that provide 90% or more of their caseload.</p> <p>Given the agency's commitment to SE and the number of clients served by multiple treatment teams, it would be beneficial to fill the Employment Specialist vacancy in the near future. It is also worth noting the Riverbend's SE team has 1 Employment Specialist vacancy. The Riverbend SE team might want to work with their Human Resources and Marketing departments to produce creative advertising for this SE position.</p>
2	Integration of Rehab w/MH Tx through frequent contact	5	<ul style="list-style-type: none"> ☑ Employment Specialists attend weekly mental health treatment team meetings. ☑ Employment Specialists participate actively in treatment team meetings with shared decision-making. ☑ Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into clients' mental health treatment records. ☑ Employment Specialists' offices are in close proximity to (or shared with) their mental health treatment team members. ☑ Employment Specialists help the team think about employment for people who haven't yet been referred to Supported Employment services. 	

#	Item	Rating	Rating Rationale	Recommendations
3	Collaboration between Employment Specialist & VR Counselor	3	Riverbend Employment Specialists and Vocational Rehabilitation counselors have client-related contacts at least monthly to discuss shared clients. The Riverbend SE Team and VR counselors do not have scheduled face-to-face meetings to discuss referrals.	It is important to establish a way to have regularly monthly scheduled meetings for VR counselors and Employment Specialists to discuss potential referrals, as well as identify any barriers identified clients are facing and discuss possible solutions.
4	Vocational Unit	5	<input checked="" type="checkbox"/> The SE team has 3 full time Employment Specialists and an SE team leader that form an employment unit. <input checked="" type="checkbox"/> The SE team has weekly client-based group supervision based on the SE model in which strategies are identified. <input checked="" type="checkbox"/> Job leads are shared. <input checked="" type="checkbox"/> The SE team provides coverage for each other's caseloads when needed.	
5	Role of Employment Supervisor	3	<p>The SE supervisor carries out the following supervision functions:</p> <input checked="" type="checkbox"/> The SE Supervisor is responsible for supervising 3 FTE Employment Specialists. <input checked="" type="checkbox"/> The SE Supervisor conducts weekly SE team meetings. <input checked="" type="checkbox"/> The SE Supervisor works to assure integration with different treatment teams. <input type="checkbox"/> The SE Supervisor takes an active role in training, and providing field mentoring for new SE staff. <input type="checkbox"/> The SE Supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate.	<p>The Riverbend SE team leader should develop a way to provide field mentoring regarding job development with potential employers. Field mentoring is valuable to learn new skills, as well as for the SE team leader to provide feedback to specialists on current abilities and their job development strategies and skills.</p> <p>The Riverbend SE team leader should establish a way to calculate and review the employment rate for clients in the SE program on a monthly basis.</p> <p>The SE team leader should also work with the Riverbend EBP Committee to develop a way of tracking the competitive employment rate across all eligible adult clients on a quarterly basis. This data is used to recognize and improve recovery-oriented employment outcomes.</p>

#	Item	Rating	Rating Rationale	Recommendations
6	Zero Exclusion Criterion	5	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> All clients interested in working have access to Supported Employment services. <input checked="" type="checkbox"/> Mental Health practitioners encourage clients to consider employment, and referrals for Supported Employment are solicited by many sources. <input checked="" type="checkbox"/> Employment Specialists offer help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. 	The agency uses multiple methods to communicate with staff regarding the full inclusion criteria for clients who seek assistance with their employment goals.
7	Agency Focus on Competitive Employment	3	<p>The agency promotes competitive work through multiple strategies, including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Agency intake includes questions about interest in employment. <input checked="" type="checkbox"/> Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews. <input checked="" type="checkbox"/> Agency displays written postings about working and Supported Employment services, in lobby and other waiting areas. <input type="checkbox"/> Agency supports ways for clients to share work stories with other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year. <input type="checkbox"/> Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff. 	<p>The agency does recognize the role of SE services at all CSP staff meetings as well as the agency's annual Champions event. In addition to this, the agency should consider developing specific ways for clients who are not yet in SE to hear success stories from clients who are already in SE services. Examples may include having a client employee of the month or having a panel of employed SE clients speaking to clients not yet in SE.</p> <p>The agency should also explore ways to measure and share the competitive employment rate across the agency to reinforce work as a crucial recovery goal.</p>

#	Item	Rating	Rating Rationale	Recommendations
8	Executive Team Support for SE	5	<p>Riverbend's CEO and Executive Leadership are clearly well versed in the principles of Supported Employment. The CEO is recognized as a champion for SE services within Riverbend and across the State of NH given his work with the SE Team Leaders.</p> <p>The agency Executive Team assists with SE implementation and sustainability using the following strategies:</p> <ul style="list-style-type: none"> ☑ Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE. ☑ Agency QA process includes an explicit review of the SE program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability. ☑ At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services. ☑ The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, 	

#	Item	Rating	Rating Rationale	Recommendations
			<p>all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.</p> <p><input checked="" type="checkbox"/> SE program leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers.</p>	
SERVICES				
1	Work Incentive planning	4	<p><input checked="" type="checkbox"/> Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income.</p> <p><input checked="" type="checkbox"/> Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable.</p> <p><input checked="" type="checkbox"/> Clients are given information on where to access information about benefit planning.</p> <p><input type="checkbox"/> All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay.</p> <p>Riverbend sometimes utilizes the local Vocational Rehabilitation agency or the local Social Security office to assist with some work incentive counseling or benefits analysis.</p> <p>Several clinical records, information from multiple staff members including some Employment Specialists, and information from multiple clients shows that the majority of</p>	<p>Riverbend provides some basic benefits counseling, and instructs many clients to stay under SGA. While staying under the SGA is one strategy for working with benefits, it is not the only strategy and keeps a limit on how much clients can earn and how self-independent clients can become when using the multiple work incentive programs available. Riverbend's SE program should identify specially trained providers who can develop comprehensive work incentive counseling reports and options for clients so they can make informed decisions about benefits and income with comprehensive and multiple options. Such services are found at Granite State Independent Living.</p>

#	Item	Rating	Rating Rationale	Recommendations
			SE clients are instructed to limit their income below substantial gainful activity (SGA). This provides a very limited and constrained view of work incentive counseling and does not provide clients with access or thorough information about all the work incentive programs available at the state and federal levels.	
2	Disclosure	5	<p>Employment Specialists provide SE clients with accurate information to make informed decisions about what is shared with employers regarding disabilities.</p> <ul style="list-style-type: none"> ☑ Employment Specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services. ☑ Employment Specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer. ☑ Employment Specialists discuss specific information to be disclosed (e.g., disclose receiving mental health treatment, or presence of a psychiatric disability, or difficulty with anxiety, or unemployed for a period of time, etc.) and offer examples of what might be said to employers. ☑ Employment Specialists discuss disclosure on more than one occasion (e.g., if clients have not found employment after two months or if clients report difficulties on the job). 	

#	Item	Rating	Rating Rationale	Recommendations
3	Ongoing, Work-based Vocational Assessment	4	<p>A vocational profile form that includes information about preferences, experiences, skills, current adjustment, strengths, personal contacts, etc., is updated with each new job experience.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developing the vocational profile occurs over 2-3 sessions and information is documented on a vocational profile that includes preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. <input checked="" type="checkbox"/> The vocational profile is used to identify job types and work environments. <input checked="" type="checkbox"/> Employment Specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes. <input type="checkbox"/> The vocational profile is updated on a regular basis. <p>Most all of the clients had a vocational profiles in their record; however, the vast majority of the vocational profiles were not updated or signed by an Employment Specialist.</p>	The Riverbend SE team leader should assure vocational profiles are regularly updated based on employment learning experiences, including job losses. Updating this information is critical for continuity and remaining client-centered.
4	Rapid Job Search for Competitive Employment	4	<p>According to the data reviewed, the first face-face contact with an employer by the client or an Employment Specialist about a competitive job is on average between 31 and 60 days after program entry.</p> <p>The Riverbend SE program does not document or track employer contacts.</p>	<p>The Riverbend SE team leader should require all SE staff to input information about a first in-person contact with a potential employer in order implement a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data:</p> <ul style="list-style-type: none"> - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support

#	Item	Rating	Rating Rationale	Recommendations
				<p>This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.</p> <p>The Riverbend SE team leader should also implement a job development log and require all Employment Specialists to complete this log. The use of a job development log would assist in tracking, sharing, and improving employer contacts in the community, providing additional potential client employers.</p>
5	Individualized Job Search	3	Employment Specialists appear to make employer contacts based on job choices which reflect client's preferences, strengths, symptoms, and lessons learned from previous jobs 50-74% of the time.	<p>The Riverbend SE team leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. Clients in SE are much more likely to be motivated about employment when they have specific individual goals.</p> <p>The Riverbend SE team might benefit from using a standard form for indicating each individual client's employment goals that are specific, clear and has the date for each change. This might be done using an "individual employment plan." Goals should always indicate what the client's specific employment goals and preferences are and should be updated frequently and consistently. This form provides person-centered direction for SE services.</p>

#	Item	Rating	Rating Rationale	Recommendations
6	Job Development - Frequent Employer Contact	2	According to Employment Specialists, the Riverbend SE team does not have a required number of employer contacts. Employment Specialists do not use a system for tracking or documenting employer contacts, such as job development logs.	The Riverbend SE supervisor should require use of a job development log for all Employment Specialists to regularly track, share, and improve employer contacts in the community. Job development logs provide readily accessible and current information about activities with all employer contacts and includes next steps for each employer. Each Employment Specialist should make 6 in-person employment contacts each week.
7	Job Development - Quality of Employer Contact	5	<p>Employment Specialists develop relationships with employers in the community through multiple in-person meetings.</p> <ul style="list-style-type: none"> ☑ Employment Specialists meet employers when helping clients turn in job applications. ☑ Employment Specialists contact employers to ask about job openings and then shares these “leads” with clients. ☑ Employment Specialists follow up on advertised job openings by introducing self, describing program, and asking employer to interview client. ☑ Employment Specialists meet with employers in person whether or not there is a job opening, advocate for clients by describing strengths and ask employers to interview clients. ☑ Employment Specialists build relationships with employers through multiple visits in-person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, and describe client strengths that are a good match for the employer. 	

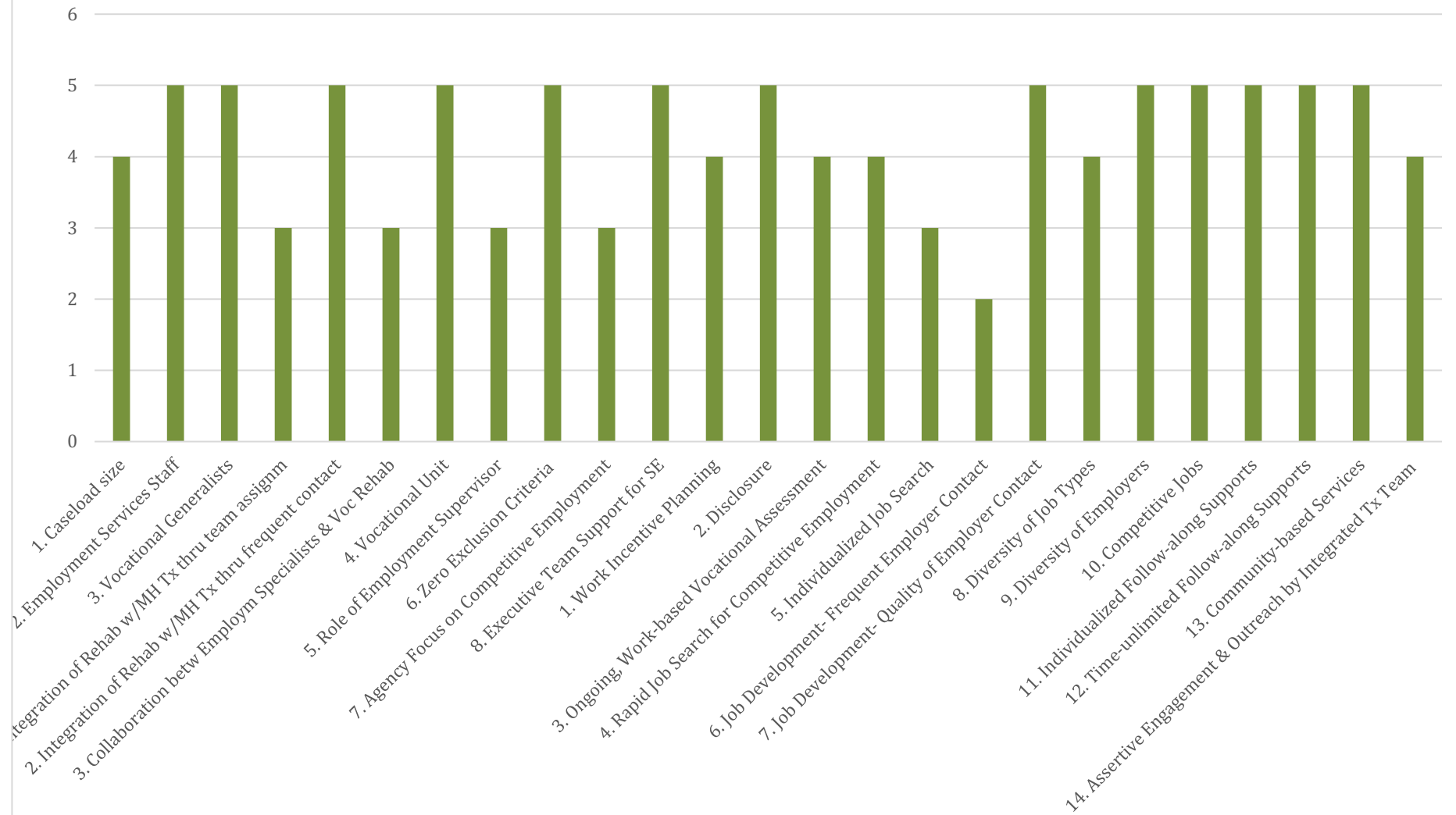
#	Item	Rating	Rating Rationale	Recommendations
8	Diversity of Job Types	4	According to the data reviewed, Employment Specialists assist clients to obtain different types 81% of the time.	<p>Please See Recommendation above for Item, "Individualized Job Search." When Employment Specialists make employer contacts aimed at making a good job match based on client's preferences and needs, SE clients are likely to have a wider variety of job types.</p> <p>Developing additional working relationships with an array of employers via job development may also help with increasing the diversity of job types.</p>
9	Diversity of Employers	5	According to the data reviewed, Employment Specialists assist clients to obtain jobs with different employers 85% of the time.	
10	Competitive Jobs	5	According to the data reviewed, Employment Specialists provide options for permanent competitive jobs about at least 96% of the time, and SE clients are not placed in jobs that were created for people with disabilities.	
11	Individualized Follow-along Supports	5	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. <input checked="" type="checkbox"/> Employment Specialists provide employer support at clients' requests. <input checked="" type="checkbox"/> Employment Specialists help clients move onto more preferable jobs and also helps with school or certified training programs. <input checked="" type="checkbox"/> The site provided examples of different types of support including enhanced supports by treatment team members. 	

#	Item	Rating	Rating Rationale	Recommendations
12	Time-unlimited Follow-along supports	5	<input checked="" type="checkbox"/> Employment Specialists have face-to-face contact within 1 week before starting a job, on average. <input checked="" type="checkbox"/> Employment Specialists have face-to-face contact within 3 days after starting a job, on average. <input checked="" type="checkbox"/> Employment Specialists have face-to-face contact at least monthly for a year or more, on average, after working steadily and desired by clients. <input checked="" type="checkbox"/> Clients are transitioned to step down job supports from mental health worker following steady employment.	
13	Community Based Services	5	Employment Specialists spend at least 65% or more of their total scheduled work hours in the community.	
14	Assertive Engagement & Outreach by Integrated Team	4	Evidence for the following strategies for outreach and engagement are used: <input checked="" type="checkbox"/> Service termination not based on missed appointments or fixed time limits <input checked="" type="checkbox"/> Systematic documentation of outreach attempts <input checked="" type="checkbox"/> Engagement and outreach attempts made by integrated team members <input checked="" type="checkbox"/> Multiple home/community visits <input checked="" type="checkbox"/> Coordinated visits by employment specialist with integrated team member <input type="checkbox"/> Connect with family when applicable	The Riverbend SE team leader might want to train SE staff around identifying and maintaining client supports, such as family. A client's support system can be an integral tool in engagement, outreach, and supporting clients' employment goals.

SE Fidelity Review Items	Rating 1 - 5
Staffing	
1 Caseload size	4
2 Employment Services Staff	5
3 Vocational Generalists	5
Organization	
1 Integration of Rehab w/MH Tx thru team assignment	3
2 Integration of Rehab w/MH Tx thru frequent contact	5
3 Collaboration between Employment Specialists & VR	3
4 Vocational Unit	5
5 Role of Employment Supervisor	3
6 Zero Exclusion Criteria	5
7 Agency Focus on Competitive Employment	3
8 Executive Team Support for SE	5
Services	
1 Work Incentive Planning	4
2 Disclosure	5
3 Ongoing, Work-based Vocational Assessment	4
4 Rapid Job Search for Competitive Employment	4
5 Individualized Job Search	3
6 Job Development- Frequent Employer Contact	2
7 Job Development- Quality of Employer Contact	5
8 Diversity of Job Types	4
9 Diversity of Employers	5
10 Competitive Jobs	5
11 Individualized Follow-along Supports	5
12 Time-unlimited Follow-along Supports	5
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Tx Team	4
Total	106

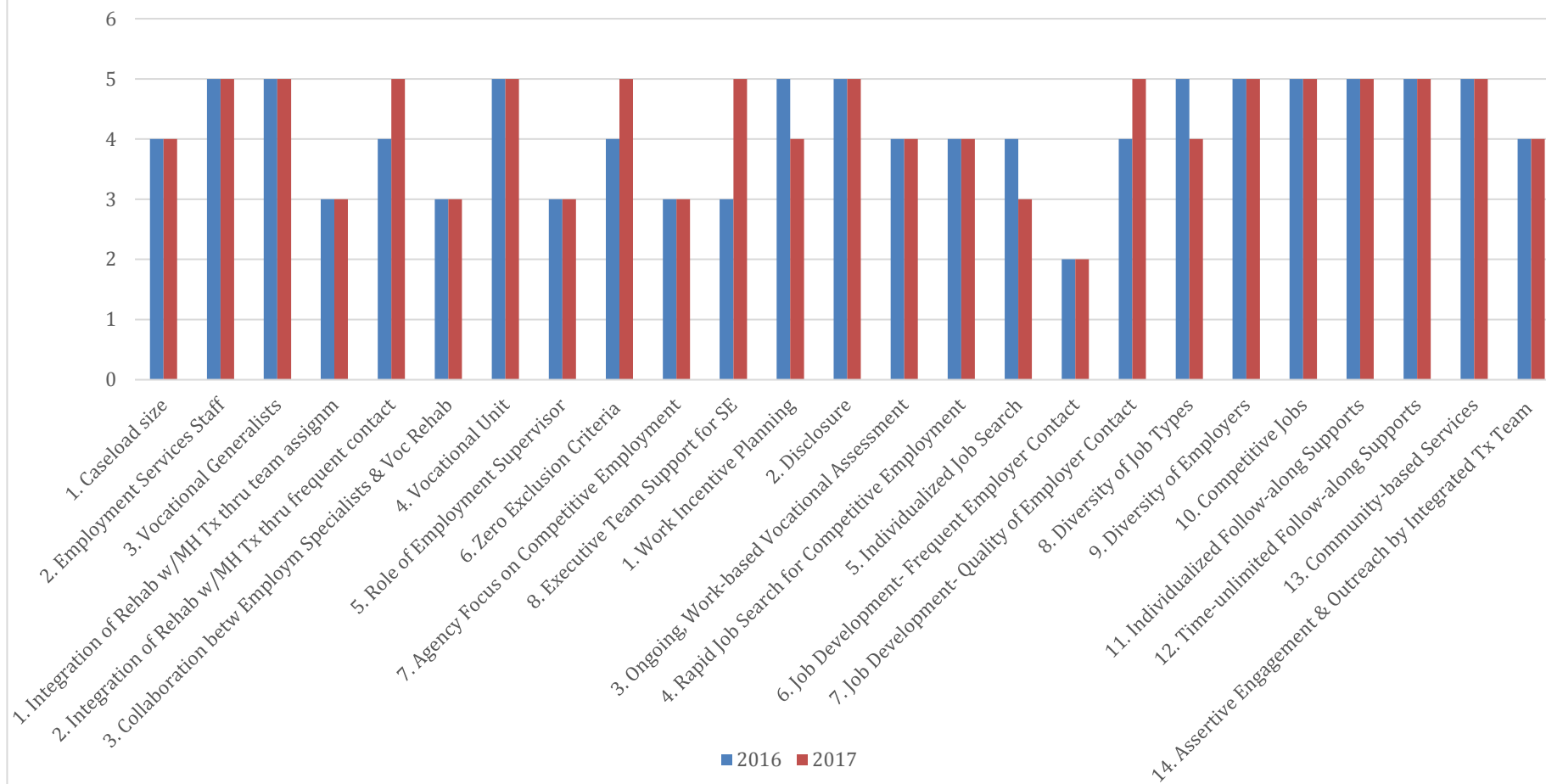
115 – 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
74 – 99 = Fair Fidelity
73 & below = Not Supported Employment

Riverbend SE Fidelity Review Items



SE Fidelity Review Items by Year	2016	2017
1. Caseload size	4	4
2. Employment Services Staff	5	5
3. Vocational Generalists	5	5
1. Integration of Rehab w/MH Treatment thru Team Assignment	3	3
2. Integration of Rehab w/MH Treatment thru Frequent Contact	4	5
3. Collaboration between Employment Specialists & VR	3	3
4. Vocational Unit	5	5
5. Role of Employment Supervisor	3	3
6. Zero Exclusion Criteria	4	5
7. Agency Focus on Competitive Employment	3	3
8. Executive Team Support for SE	3	5
1. Work Incentive Planning	5	4
2. Disclosure	5	5
3. Ongoing, Work-based Vocational Assessment	4	4
4. Rapid Job Search for Competitive Employment	4	4
5. Individualized Job Search	4	3
6. Job Development- Frequent Employer Contact	2	2
7. Job Development- Quality of Employer Contact	4	5
8. Diversity of Job Types	5	4
9. Diversity of Employers	5	5
10. Competitive Jobs	5	5
11. Individualized Follow-along Supports	5	5
12. Time-unlimited Follow-along Supports	5	5
13. Community-based Services	5	5
14. Assertive Engagement & Outreach by Integrated Treatment Team	4	4
TOTAL	104	106

Riverbend SE Item Comparison 2016 & 2017



NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Quality Improvement Plan Template
Name of Community Mental Health Center

Location: ☐ Riverbend Community Mental Health

Date: 11/27/2017

SE Fidelity Area in Need of Improvement: Role of Employment Supervisor

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 3/31/18 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Provide field mentoring/training for staff on a monthly basis using field mentoring logs. Review in individual supervision.	Improve job development leading to a higher employment rate	January 1, 2018	March 2018	Jim Quinn
Work with our EBP steering committee and our IT department to collect data around employment	Review employment rates for staff and team to look for ways to improve.	January 1, 2018	March 2018	Jim Quinn and staff

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Area in Need of Improvement: Individualized Job Search

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 3/1/18 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Develop an Individual Employment Plan form that can be used in the field with clients.	Track employment goals and update frequently as needed.	January 1, 2018	March 2018	Jim Quinn and staff

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Area in Need of Improvement: Integration of Rehab w/MH Tx thru team assignment

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/1/2018 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☒ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Hire a new employment specialist	Restructure team assignments	January 1, 2018	February 2018	Jim Quinn

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Quality Improvement Plan Template
Name of Community Mental Health Center

Location: ☐ Riverbend Community Mental Health

Date: 11/27/2017

SE Fidelity Area in Need of Improvement: Collaboration between Employment Specialist and VR

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/28/18 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Call Gail Rueggeberg (VR Regional Leader) to discuss options for meeting monthly.	Meet Monthly with a representative from VR	January 1, 2017	February 2018	Jim Quinn

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Area in Need of Improvement: Agency Focus on Competitive Employment

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by 3/1/18 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Talk with Karen Jantzen our Director of Development to start process of capturing client employment success stories.	To post success stories in the waiting areas of Riverbend offices for other clients to see to provide hope	January 1, 2018	March 2018	Jim Quinn

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Area in Need of Improvement: Job Development-Frequent Employer Contact

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by March 2018 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☒ Process change ☐ Workforce Development
☒ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Develop a Job Development Log that staff can use in the field for tracking employer contacts.	Increase quality and quantity of employer contacts leading to more successful job placements	2/1/2018	2/28/18	Jim Quinn

Include additional forms if needed.



STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF MENTAL HEALTH SERVICES

Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

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January 16, 2018

Peter Evers, CEO
Riverbend Community Mental Health, Inc.
PO Box 2032
Concord, NH 03302


Dear Mr. Evers,

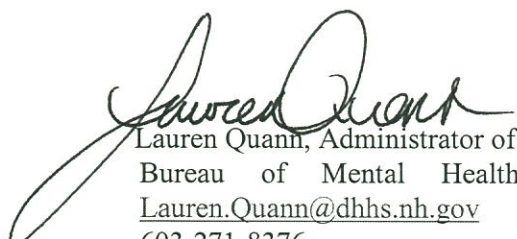
The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Quality Improvement Plan submitted on December 29th, 2017 that was in response to the SE Fidelity Review conducted by the Dartmouth Hitchcock consultants on November 14th, 2017 through November 15th, 2017. I am happy to inform you that this QIP has been accepted. At the Department's discretion, information and documentation may be requested to monitor the implementation and progress of the quality improvement areas identified for incremental improvement.

Please contact Lauren Quann if you have any questions regarding this correspondence, process questions, or ongoing support needs at 603-271-8376, or by e-mail: Lauren.Quann@dhhs.nh.gov.

Many thanks for your dedication to provide quality services to individuals and families in your region. We greatly look forward to our continued work together.

Sincerely,


Julianne Carbin, Director
Bureau of Mental Health Services
Julianne.Carbin@dhhs.nh.gov
603-271-8378


Lauren Quann, Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
603-271-8376

Enclosures: QIP Quarterly Progress Report
CC: Karl Boisvert, Diana Lacey